



Analysis of Potential Conversion from a Sheriff's Office to a Police Department

Presentation to the Board of Supervisors
Tuesday, April 5, 2022

About the IACP

The International Association of Chiefs of Police (IACP) is the world's largest and most influential professional association for police leaders. With more than 31,000 members in over 165 countries, the IACP is a recognized global leader in policing, committed to advancing safer communities through thoughtful, progressive police leadership. Since 1893, the association has been serving communities worldwide by speaking out on behalf of law enforcement and advancing leadership and professionalism in policing.

Scope of the Project

- Analyze the fiscal costs and impacts
- Comparative analysis of the formation of a county police department
- Identify factors to consider, potential transition and/or implementation plans, timelines, and challenges.
- Identify effective practices

Key Performance Measures

- Low violent crime rates in the COG region
- Improving call response times
- Rare use of force incidents
- High rates of resident satisfaction
- Positive agency morale
- Consistent and thorough disciplinary measures
- Scored 100% on all 190 standards of the VA Law Enforcement Professional Standards Commission

Cost-Benefit-Risks of Conversion

Benefits of Conversion

- New public forum for policing
- Increased public engagement
- Employee protections
- Board focus on public safety goals and issues
- Alignment of mission and vision

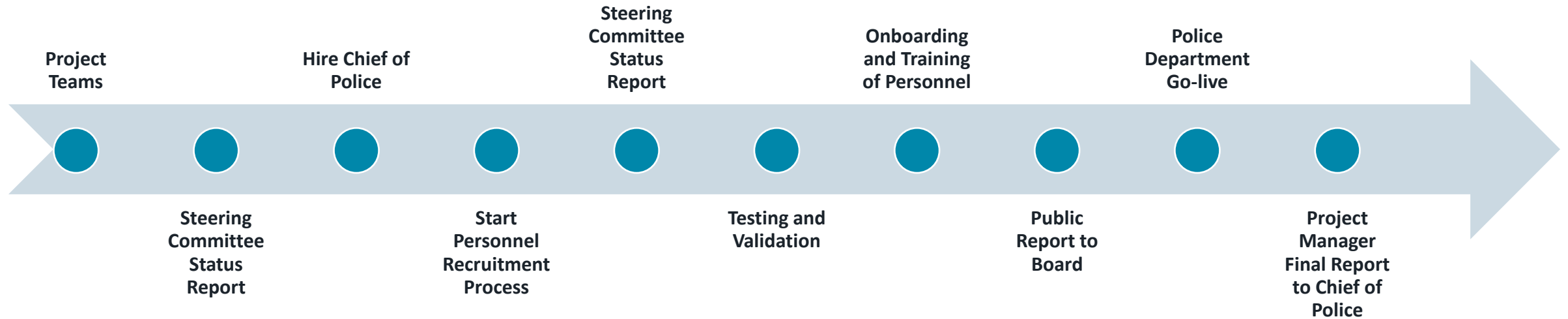
Costs of Conversion

- Annual Budget Increase
- One-time costs
- Costs over 10 years
- New positions

Risks of Conversion

- Disruption to or gap in services
- Increase in crime
- Resident confusion
- Decline in resident and employee satisfaction
- Loss of access to national influence

What Does Transition Look Like?



A period of **24 to 36 months** should be expected for planning, hiring, contracting, and methodical implementation to reach full capacity and capability.

Cost Categories for 10 Year View

Transition Budget
(one-time)

Required
Personnel
(permanent)

Backfill State
Resources
(one-time and
permanent)

Policing Decisions
(Policy Initiatives)

New Facilities

Efficiency
Savings/Offset

Cost Estimates

Annual Costs Over 10 Years

(Personnel and State Resources Gap x 8.5 years)

\$262,371,166

Total One-Time/Short-Term Costs

\$53,653,531

Potential New Facilities

\$36,300,00

Total Potential Cost

\$352,324,697

COST CATEGORIES	ONE-TIME/SHORT-TERM COSTS	RE-OCCURING ANNUAL COSTS
PERSONNEL		
New Required Positions		
Office of the Chief	\$ 843,740.00	\$ 4,624,832.00
Admin. Tech		
Cyber & Forensics		
County Admin.		
Effective Practice Recommendations		
Optimal Patrol Staff	\$ 6,253,541.00	\$ 9,617,865.00
SUBTOTALS	\$ 7,097,281.00	\$ 14,242,697.00
STATE RESOURCES GAP		
Compensation Board Funding (\$8 million/yr for four (4) years)	\$ 32,000,000.00	
Liability		\$ 15,000,000.00
Potential State Police Backfill	\$ 1,056,250.00	\$ 1,624,499.00
SUBTOTALS	\$ 33,056,250.00	\$ 16,624,499.00
POTENTIAL NEW FACILITIES		
New Facilities		\$ 36,300,000.00
SUBTOTALS		\$ 36,300,000.00
TRANSITION		
Transition Budget	\$ 13,500,000.00	
SUBTOTALS	\$ 13,500,000.00	

Costs Over Time



Cost Category	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Transition Budget										
Required Personnel										
Gap in State Resources										
Policing/Policing Initiatives										
New Facility Needs										
Efficiencies/Growth										

This is a complex and complicated process



Effective Practice Recommendations

- Realignment and Planning
- Intelligence-led Policing
- Patrol Operations
- Patrol Workload Staffing Needs
- Community Engagement

Questions?